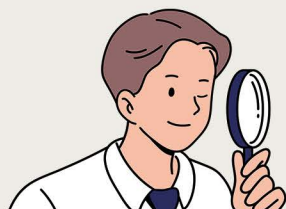


WHO IS A MANAGER?

A definition of “managerial staff”



ABOUT

MANAGERS

Are distinct from the employers and from the other employees.

They act as bridge-builders between the ownership and the ordinary workforce.

Managers play an essential role in defining the strategy for the development of the company and in achieving the business goals, with the support of all available company resources.



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10M

MANAGERS
IN EUROPE

6.2M

EU MANAGERS
ARE MEN

3.3M

EU MANAGERS
ARE WOMEN

EUROSTAT 2022

MAIN FEATURES OF MANAGERS

Some of the following criteria have to be met in order to identify an employee as a manager:

● HIGH LEVEL OF SKILLS

QUALIFICATION & EXPERTISE

Managers are characterised by above-average levels of skills and competences, which include both formal qualification and expertise, as well as work experience.

● AUTONOMY

STRATEGIC RESPONSIBILITY & EXECUTION

Managers enjoy a substantial operative autonomy allowing them to choose their own working rhythm and methods within basic guidelines in the company or the organisation.

They tend to participate directly in the process of setting the strategic goals for the companies or the organisations they work for, and they all enjoy relevant responsibilities in ensuring their execution.

● AUTHORITY

QUALIFICATION & EXPERTISE

Managers enjoy authority over employees. In some cases (i.e. in research) managerial staff might have no authority over others. They have wide-ranging decision-making authority, often related to contractual duties which are important for the existence and development of the company.

Managers are also normally endowed with financial authority that may include:

1. General authority (power of procurement)
2. Full power of representation
3. Power to sign

Additionally, under a legal perspective managers bear a position of greater responsibilities than the other employees, these being special responsibilities under civil law and, in some case, criminal law.

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MAIN FEATURES OF MANAGERS

● CONTRACTUAL PROVISIONS

CONTRACT PARTICULARITIES

Due to the complexity of their duties involved, managerial staff usually have contracts which may include provisions for particularly long probationary and notice periods.

● REMUNERATION

CORPORATE OBJECTIVES

A substantial part of managers' remuneration is based on reaching defined corporate objectives.



QUALITY CRITERIA FOR MANAGERS

The following criteria serves as a guide to all managers from the lower levels up to the very top.



Being and Remaining Competent

It is essential for managers to have in-depth methodological skills, which allows them to lead the various operational processes and organise the company.



Acting Responsible and Autonomous

Managers shall make sure they listen to all the basic arguments of all the people concerned but they shall avoid endless discussions as well, and enforce their decisions even when the situation gets tough.



Being able to anticipate

As we live in a fast-moving world where technologies and information transforms every day, managers must be open and committed to such changes.



Being Able to Play the Facilitator

Managers are good communicators. They explain sensitive decisions openly to colleagues and staff.

They ensure relationship problems are distinguished from professional divergences and play an active part in establishing trust, foster gender equality, diversity, and preserve personal lives and rights of their co-workers.



Having personal involvement

When managers practice participative management, companies find it easier to deal with crisis situations such as internationalisation, mergers and restructuring, strategic refocusing, etc.

Managers add value to human capital, involving more colleagues in innovation and in strategic brainstorming.

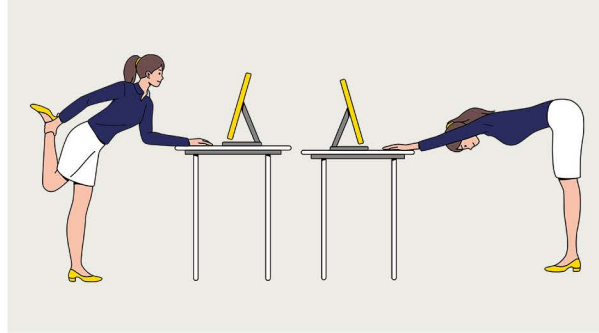


Aiming at social, financial and environmental sustainability

In order for workplaces to be functional and for businesses to be successful, both the employees and managers must act and be social, financial and environmentally sustainable.

WHO IS A MANAGER?

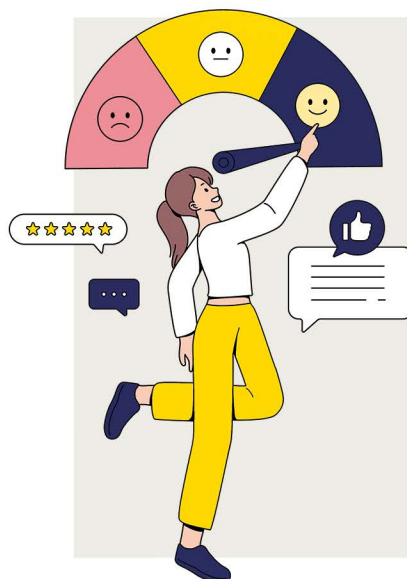
A definition of "managerial staff"



MORE INFORMATION CAN BE FOUND HERE:

<https://www.cec-managers.org/wp-content/uploads/2018/06/CEC-resolution-definition-of-a-manager.pdf>

Definition of a Manager - CEC European Managers,
2014 Resolution



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